

Supplementary Materials for

Bokern, Y.N.A., van der Toorn, J., & Ellemers, N. (2026). Voices behind walking the talk: Quantified qualitative insights on D&I policy support reasoning. *advances.in/psychology*, 1, e536151. <https://doi.org/10.56296/aip00050>

Supplementary Materials

Voices Behind Walking the Talk: Quantified Qualitative Insights on D&I Policy Support

Reasoning

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Supplement A. Qualitative Content Analysis: Methodology and Thematic Structure

This supplement provides a detailed account of the qualitative content analysis conducted on open-ended responses. It includes descriptions of the analytical procedure, a full overview of the nine reasoning themes and 19 subthemes, their conceptual definitions, and illustrative quotes for each subtheme.

In the first step, the *open coding phase*, all responses were systematically open coded. Answers were in ATLAS.ti 23.2.1. The first author assigned descriptive, low-level codes to meaningful segments of text, resulting in an initial code list of 166 unique codes. Coding reliability was enhanced through discussion and cross-checking with the second author, during which discrepancies were resolved and coding definitions refined where needed.

In the second stage, the *axial coding phase*, the lower-level codes were grouped into conceptually meaningful higher-order themes and subthemes. This step aimed to organize related codes and identify overarching constructs that were theoretically sound, internally coherent, and empirically

distinct. Where appropriate, new inductively derived codes were added and integrated through comparison and constant reflection, guided by sensitizing concepts and thick description (Boeije, 2010).

In the final step, the *selective coding phase*, all themes were reviewed and their interrelations examined to integrate the findings into a coherent conceptual framework. In this phase, the goal was to integrate the findings into a coherent conceptual framework. We explored both within-theme consistency and cross-theme connections to identify overarching patterns in respondents' reasoning, resulting in nine final themes consisting of 19 subthemes. An independent second coder subsequently coded half of the open-ended responses using the developed codebook. Interrater reliability between the two primary coders was generally high, with Cohen's kappa coefficients ranging from $\kappa = 0.75$ to $\kappa = 1.00$ ($M = 0.89$, $SD = 0.07$; McHugh, 2012). Inconsistencies were discussed and resolved collaboratively. The codebook is provided in Table S1.

Table S1*Codebook Open-Ended Questions D&I Policy Support*

<i>Themes</i>	<i>Conceptual Definition Theme</i>	<i>Subtheme</i>	<i>Conceptual Definition Subtheme</i>	<i>Exemplary quotes</i>
<i>Lack of Awareness of the D&I Policy</i>	Refers to limited awareness of the existence, content, or visibility of the organization's D&I policy	Unawareness of the Existence of a D&I Policy	Refers to unawareness or uncertainty about the existence of a formal D&I policy.	"I have no idea what, or whether, there even is a diversity policy within the organization." (R353)
		Perceived Inaccessibility of D&I Policy	Refers to limited access to, or difficulty understanding, D&I policies due to communication gaps or lack of visibility.	"It's not clear to me where to find it or how it is communicated." (R191)
<i>General D&I Ideological Orientations</i>	Refers to broader ideological perspectives on how D&I should be conceptualized and achieved, independent of the organization's specific D&I policy	Meritocratic and Identity-Blind Views	Refers to beliefs that equality is best achieved by treating everyone the same and focusing on individual merit rather than group identity.	"Personally, I believe you should put the right person in the right position regardless of gender, background, religion, etc." (R2671)
		Equity and Identity-Conscious Beliefs	Refers to beliefs that equality is best achieved by recognizing structural inequalities and addressing them through tailored support for diverse (marginalized) groups.	"I find it very important to be attentive to people with different backgrounds and to guide them in the right and appropriate way." (R887)
<i>General Normative Views on D&I</i>	Refers to normative evaluations of the value, necessity, or legitimacy of	Ideological Support for D&I	Refers to principled and value-driven support for D&I, grounded in moral	"I am a strong proponent of diversity." (R2864)

<i>Organizational D&I Policy Attitudes and Evaluations</i>	D&I efforts in general, without reference to the specific content or implementation of the organization's D&I policy.		conviction and personal values—such as fairness, justice, human dignity, or personal affinity with inclusion—rather than based on the specifics of the organization's D&I policy.	
		Support Despite Not Knowing the D&I Policy	Refers to expressed support for the organization's D&I policy despite limited knowledge of its content or implementation	"I certainly support a diversity policy, but I have no idea what the policy actually is." (R596)
		Ideological Rejection of D&I	Refers to principled resistance to and disengagement from D&I, and rejection of the institutionalization of D&I efforts, often rooted in values such as individualism, fairness-as-sameness, or meritocracy—regardless of the specifics of the organization's policy.	"The whole discussion about diversity is complete nonsense." (R604)
	Refers to the evaluation of the content, implementation and effectiveness of the organization's D&I policy.	Positive D&I Policy Attitudes and Evaluations	Refers to positive evaluations of the content of the D&I policy (e.g., its goals or concrete initiatives), as well as favorable perceptions of its implementation, effectiveness, and outcomes.	"I support the different initiatives, such as the diversity training and flexible holidays like for the Sugar Fest." (R941)

<i>D&I Policy Implementation Barriers</i>		Negative D&I Policy Attitudes and Evaluations	Refers to critical attitudes toward the content of the D&I policy (e.g. the scope, design, or focus), and skepticism about its implementation or ability to achieve meaningful impact.	“It looks nice on paper, but it’s not carried out in practice.” (R2653)
	Refers to perceived barriers that hinder the implementation and effectiveness of the organization’s D&I policy	Individual-Level Barriers to Engagement with D&I Policy	Refers to personal limitations (e.g., time, knowledge, or clarity) that hinder engagement with D&I policy.	“I do not feel that I can play an active role in that within my position.” (R547)
		Organizational-Level Barriers to Effective D&I Policy Implementation	Refers to institutional, cultural or structural obstacles that constrain the implementation or effectiveness of D&I policy.	“Policy may exist centrally, but it doesn’t necessarily trickle down to the teams — the effect is lost.” (R55)
<i>Perceived Benefits and Organizational Value of D&I (Policy)</i>	Refers to beliefs about the moral and instrumental value of D&I in the workplace	Moral Case for Diversity	Refers to beliefs that D&I is ethically necessary and that organizations have a moral responsibility to reflect the diversity of society and contribute to a fair and inclusive labor market.	“The workplace should be a reflection of society.” (R165)
		Business Case for Diversity	Refers to beliefs that D&I improves organizational outcomes and functions as a strategic asset, leading to	“But I do realize that it is important and adds value to the organization—not only because of the shortage of

			institutional benefits such as enhanced performance, innovation, team effectiveness, and responsiveness to diverse clients or stakeholders.	labor, but also because of the inspiration and creativity that diversity brings.” (R151)
<i>Perceptions of D&I and Workplace Climate</i>	Refers to experiences and evaluations of the overall climate of D&I within the organization.	Perceived Presence of and No Problems with D&I	Refers to positive perceptions of workplace diversity, inclusion, fairness, and psychological safety.	“In my opinion, no one feels that they are being treated unfairly or disadvantaged for any reason.” (R3643)
		Perceived Lack of and Problems with D&I at the Workplace	Refers to perceived exclusion, unfair treatment, or a lack of diversity or inclusion in the workplace	“I notice that in my department, there’s a lot of gossip when someone is different or has a different opinion. Instead of talking to them, people gossip about them.” (R3310)
<i>Personal Involvement in D&I Policy Development and Implementation</i>	Refers to the involvement in the development or implementation of D&I policy within the organization	Active Involvement in D&I Policy Development and Implementation	Refers to direct or intended engagement in developing and implementing D&I policy.	“I hope to play a role in this in the future.” (R505)
		Lack of Involvement in D&I Policy Development and Implementation	Refers to a perceived distance or absence of opportunity to engage with D&I policy.	“Our organization is large, and I’m not in the right position to actively contribute to the D&I policy.” (R1297)

<i>Personal Relevance of D&I Policy</i>	Refers to assessments of how personally relevant D&I policy is—either in relation to one’s own identity, or social position, or through perceived significance for others.	Perceived Personal Distance from D&I Policy	Refers to the perception that D&I policy is not personally relevant due to one's privileged position or lack of interest.	“I’m not diverse, so I don’t really have anything to do with it.” (R3554)
		Empathy- and Identity-Based Support for D&I Policy	Refers to support for D&I policy motivated by solidarity with (marginalized) others or personal benefit.	“As a feminist, I consider this policy to be an extremely important initiative.” (R77)

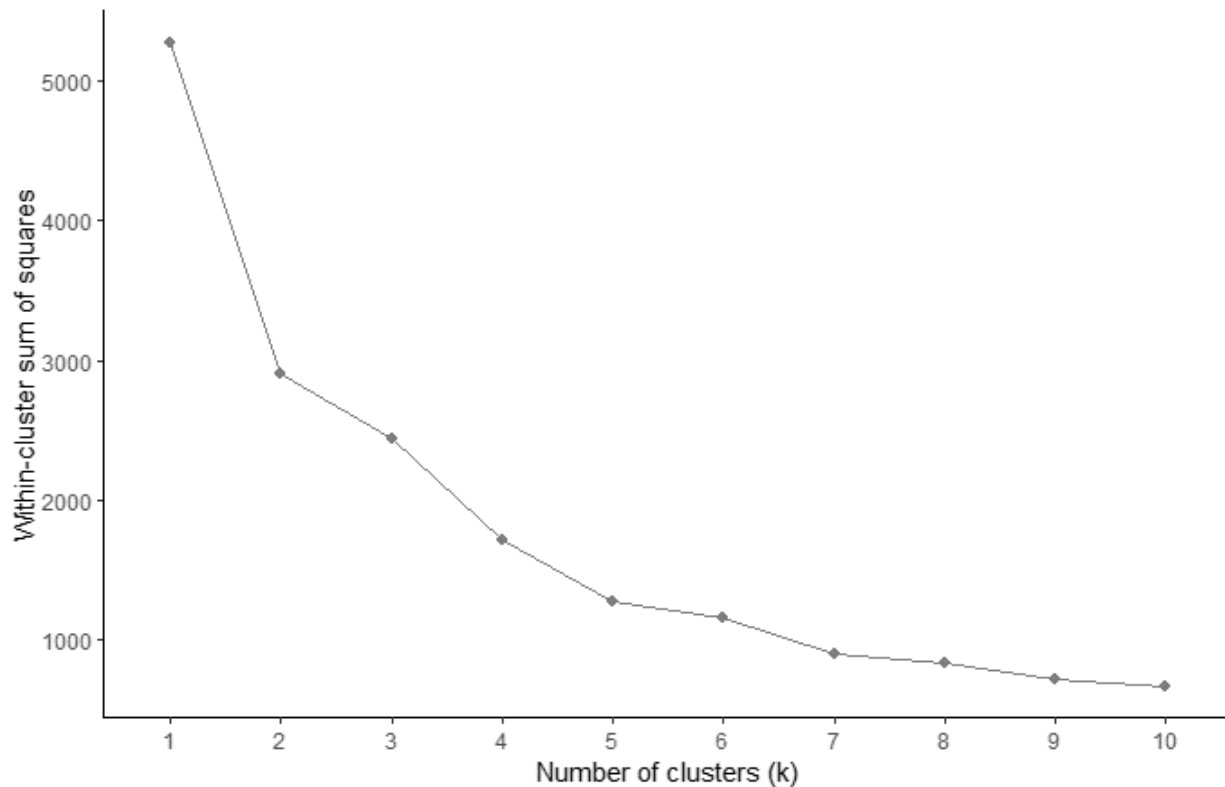
Note. D&I = Diversity and Inclusion. Conceptual definitions were derived from participants answers on open-ended questions

Supplement B. Elbow Point Curve Method for Selecting k

In the k -means cluster analysis reported in the manuscript, we set k equal to five based on prior work. In this Supplement, we complement this theory-informed decision with a data-based approach using the elbow method. In this method, k -means clustering was conducted for values of k ranging from 1 to 10, and the total within-cluster sum of squares (WSS) was plotted against k . The elbow point is defined as the value of k where the reduction in WSS begins to level off. Figure S1 shows the elbow curve for our data. The plot suggests a noticeable bend between $k = 5$, after which the curve flattens. Thus, our decision to set k equal to five is not contradicted by the data. Moreover, this choice is consistent with earlier work in which the five-cluster taxonomy was validated on a larger dataset, and we also recover the same five clusters in the present dataset.

Figure S1

Within-cluster Sum of Squares as a Function of the Number of Clusters (k)



Supplement C. Latent Class Analysis: Conditional Probabilities

Table S2 shows all conditional probabilities for all subthemes across the five reasoning patterns.

Table S2

Conditional Probabilities of the Latent Class Analysis

	Expressing			Critiquing the		
	Overall	Unawareness		Policy from an	Advocacy-	Rejecting D&I
	Observed	and	Reporting	Signaling	Oriented	Based on
	Prevalence	Disengagemen	Inaccessibility	Symbolic	Perspective	Meritocratic
	(%)	t (%)	(%)	Support (%)	(%)	Beliefs (%)
<i>Number of employees</i>	<i>1,407</i>	<i>407</i>	<i>360</i>	<i>263</i>	<i>249</i>	<i>128</i>
Unawareness of the Existence of a D&I Policy	30.9	100.0	0.0	1.9	1.6	14.8
Perceived Inaccessibility of D&I Policy	33.2	11.5	100.0	1.1	20.1	5.5
Meritocratic and Identity-Blind Views	9.5	0.5	0.0	2.7	4.0	89.8
Equity and Identity-Conscious Views	7.0	0.0	2.5	25.1	6.0	6.2
Ideological Rejection of D&I	3.3	0.7	0.3	0.0	3.2	26.6
Ideological Support for D&I	12.7	3.7	4.7	49.4	6.8	0.0
Support Despite Not Knowing the D&I Policy	5.9	5.4	10.6	0.8	8.4	0.0
Negative D&I Policy Attitudes and Evaluations	12.1	2.5	0.0	6.1	49.8	15.6

Positive D&I Policy Attitudes and Evaluations	3.8	0.5	2.5	0.4	15.7	2.3
Individual-Level Barriers to Active Engagement with D&I Policy	3.0	2.7	5.0	1.1	4.0	0.0
Organizational-Level Barriers to Effective Implementation of D&I Policy	4.8	0.5	2.8	0.0	21.7	1.6
Perceived Lack of and Problems with D&I at the Workplace	6.0	2.5	2.8	4.2	21.3	0.0
Perceived Presence of and No Problems with D&I	5.2	5.9	4.4	0.8	10.0	4.7
Business Case for Diversity	4.8	0.0	0.3	22.8	2.4	0.8
Moral Case for Diversity	2.0	0.0	0.3	8.7	1.6	0.0
Active Involvement in D&I Policy Development and Implementation	1.2	0.5	0.6	0.0	5.2	0.0
Lack of Involvement in D&I Policy Development and Implementation	1.07	0.5	0.8	3.4	0.4	0.0
Perceived Personal Distance from D&I Policy	3.0	2.5	0.6	5.3	2.8	7.0
Empathy- and Identity-Based Support for D&I Policy	0.6	0.5	0.0	0.4	2.4	0.0

Supplement D. Robustness Check Including D&I Policy Awareness

As a planned robustness check, we re-estimated the k -means clustering including employees' awareness of the organizational D&I policy as an additional indicator. As shown in Table S5, the attitudinal and behavioral profiles of the five clusters remained clearly recognizable, indicating that the substantive interpretation of the clusters did not change. Taken together, this confirms that the five-profile solution is robust and not a methodological artifact of policy awareness.

Table S3

Mean Attitudinal and Behavioral D&I Policy Support for Cluster Solutions With and Without D&I Policy Awareness

Cluster	Clusters estimated without D&I				Clusters estimated with D&I policy			
	policy awareness				awareness			
	Attitudinal	D&I	Behavioral	D&I	Attitudinal	D&I	Behavioral	D&I
	Policy Support		Policy Support		Policy Support		Policy Support	
Opponents	3.46		2.21		2.15		2.76	
Bystanders	5.11		4.26		4.08		2.34	
Ambivalents	4.02		3.91		4.18		4.05	
Reluctants	3.50		5.07		3.99		4.14	
Champions	5.78		5.75		5.58		5.36	

Note. Values in the left section refer to the original five-cluster solution; values in the right section refer to the solution in which D&I policy awareness was included as an additional clustering indicator.

Supplement E. Additional Measures Included in the Survey

In addition to demographic questions and items assessing support for diversity and inclusion (D&I) policies, subjective minority group status, and Objective marginalized group membership, the survey included several other measures. Perceived inclusion climate was measured with a six-item scale developed by Boezeman et al. (2024) Felt inclusion was assessed using four items from the Perceived Group Inclusion Scale (Jansen et al., 2014). Job

satisfaction (Hackman & Oldham, 1975), career commitment (Ellemers et al., 1998), and motivation for career advancement (self-developed) were each measured with a single item. Absenteeism was captured by asking about days absent due to illness in the past six months. Finally, two self-developed items assessed respondents' own D&I ideology and two items measured their perceptions of their organization's D&I policy ideology.

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